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NPTA MANAGEMENT NEWS JUNE 1986

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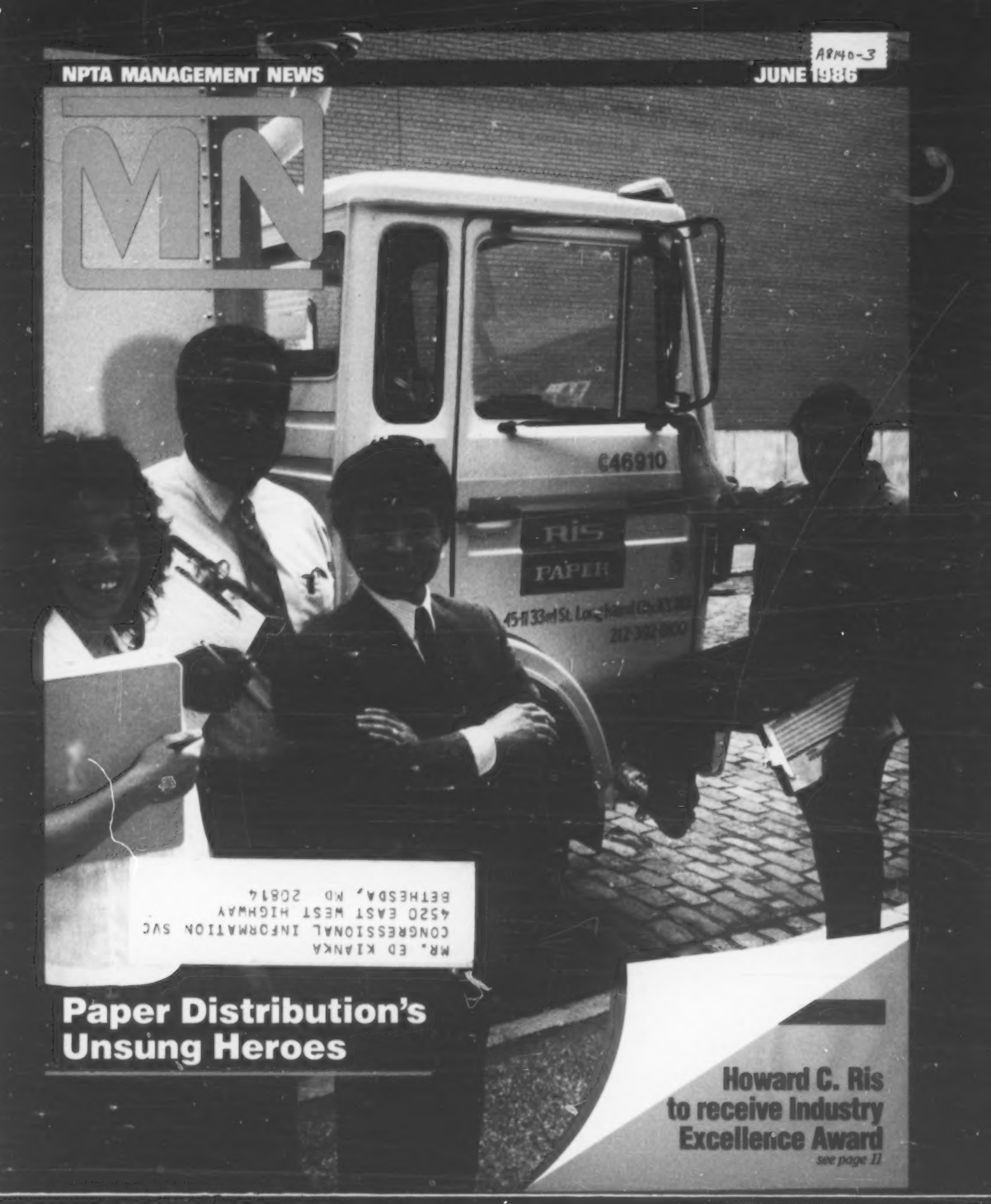

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Paper Distribution's Unsung Heroes

Howard C. Ris to receive Industry Excellence Award

see page 11

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His career began in 1895 with Lindenmeyr Paper in New York City. He has seen the paper industry grow, develop and change much in the past 91 years.

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In an effort to gain a better understanding of the paper distribution industry's young executives, *MN* profiles the leaders of tomorrow.

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Cover Photo: Ben Asen

DIEM & WING TO ADOPT RIS NAME

Diem & Wing, the Cincinnati, OH paper distributor that was purchased by Ris in 1984, will drop its long-standing identity in favor of its parent's name. The Diem & Wing subsidiary, C.P. Lesh, will also take the Ris name.

"The name change provides a uniform identity for all Ris divisions throughout the country," said Diem & Wing president John B. Schneider who now is president of Ris Paper Company's Mid-West Division. "We have benefited from the union with Ris through their superior mill relationships, marketing and financial expertise and operating know-how," he said.

Diem & Wing was founded in 1888 by Albert Diem, Sr. In conjunction with the name change comes the relocation of the company's Cincinnati offices to a new 60,500 square foot facility to the suburban Queensgate area.

In a related item, Ris has formed a Specialty Products Group to "serve the specialized needs of customers in the specialty paper and packaging fields," announced Joe Giordano, president of the Ris Pennsylvania Division.

BUTLER RELOCATES RENO DIVISION

Sparks, NV is now the new home for Butler Paper Company's Reno Division. The new location in Sparks provides more space for their operation, the company reported, as well as allowing the division to manage its inventory and deliveries more effectively. The company's telephone number remains unchanged.

Butler also announced that its Kansas City Division was named "Division of the Year." The selection was based on financial performance—sales, profitability, and asset management, creativity, professionalism and quality of service.

PAPER DISTRIBUTION INDUSTRY
BEST SELLERS

Rank	Publication	Last Mo.
1	The U.S. Paper Distribution Industry: A Market Research Data Source. *NPTA.*	1
2	Implementing Successful Paper Merchant Programs. Video Tape and Guide. *NPTA.* $65	2
3	Strategic Planning: A Fitness Program for Wholesaler-Distributors. *Andersen.* $35	—
4	Automated Inventory Management for the Distributor. *Graham.* $35	—
5	Harvest the Fruits of Paper Selection (Marketing Tool), *NPTA.* $.50 each	3
6	Introduction to Wholesale Distribution. *Danenburg/ Moncrief/Taylor.* $35	4
7	Practical Handbook of Distribution/Customer Service. *Blanding.* $40	5
8	Industrial Paper Merchant Sales Compensation. *NPTA.* $40	7
9	Merchandising to Maximize Your Margins. *VanDeMark.* $25	8
10	Measuring Customer and Product Line Profitability. *Mullins.* $35	9

ALL PUBLICATIONS ARE AVAILABLE FROM NPTA

JAMES RIVER ACQUIRES CZ, CANADA CUP

The James River Corporation and Crown Zellerbach have come to an agreement regarding the acquisition of CZ. In an exchange offer accepted by Crown, the outstanding shares CZ common stock have been purchased by James River.

In a related item, James River has purchased Canada Cup—The leading manufacturer of disposable plastic and paper food and beverage service products in Canada. The company has six manufacturing facilities and employs 535 people.

PAPER FOUNDATION RECEIVES NEW CONTRIBUTIONS

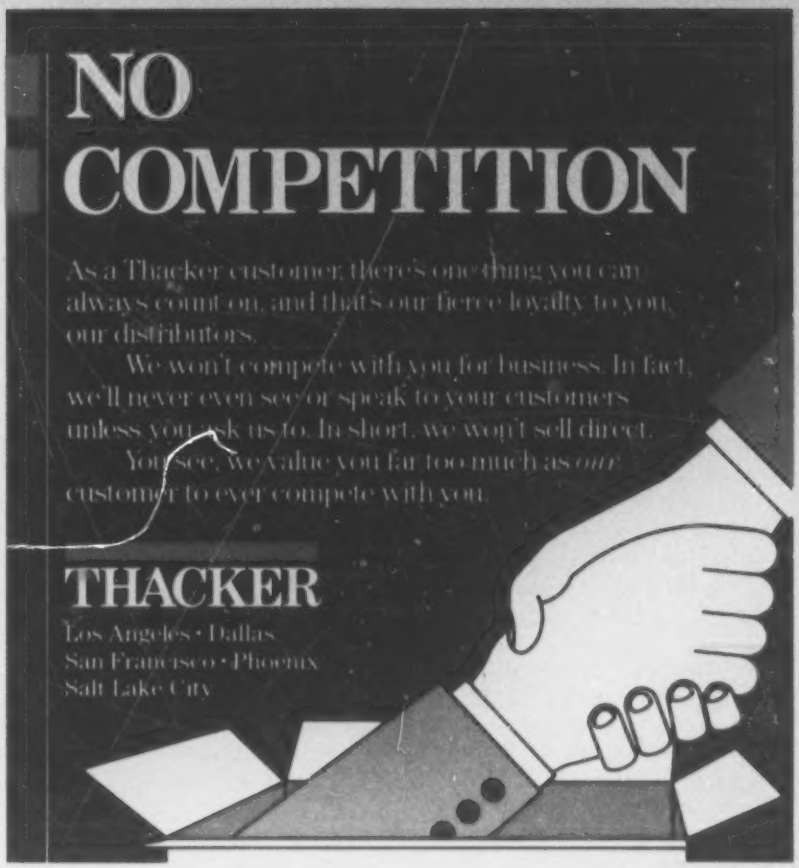
John F. Church, Jr., chairman of the Paper And Plastics Education Research (PAPER) Foundation announced that new contributions have been received toward the Foundation's Endowed Research Chair in Paper Wholesaling located at the University of North Florida in Jacksonville. The companies making contributions include: Acorn Paper and Restaurant Supply Company of Indianapolis, IN; Classic Packaging Company, Port Coquitlam, BC, Canada; Everett Wholesale Paper Company, Everett, WA; Frontier Paper Inc., Anchorage, AK; Spiegel Brothers Paper Company, Kingston, NY.

NEW REPORT ON PAPER COMPANIES AROUND THE WORLD

On an annual basis, Scandinavian Pulp & Paper Reports publishes the results of four specific surveys covering the major paper-producing areas of the world. The Scandinavian report includes 36

companies. The report on Europe includes 24 paper manufacturers. The U.S. report covers 28 companies and the Canadian report includes 22 manufacturers.

The reports reviewed: financial performance—costs, earnings, profitability; production—sales, exports; capital expenditures—details on main investment projects; raw materials supply—ownership, business strategies, etc. Each report sells for $150 or all four at $450. They may be obtained from Scandinavian Pulp & Paper Reports, P.O. Box 5399, Majorstua, Oslo 3, Norway.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CLASSY TAKE-OUT DEMANDS QUALITY PACKAGING

The challenge: Design packaging for carryout food for fine restaurants. ***The solution:*** Create theme "party boxes." Taking their own advice, Elaine/Paper Enterprises in New York City did just that. Their assortment of six "Tailgate Party Boxes" are an elegant way of transporting tasty meals from some of New York's better restaurants.

In another recent achievement, Elaine/Paper Enterprises' creative packaging team developed a cardboard hamper for Valentine's Day for Bamberger's—a leading department store that used it in its popular food emporium. "We pride ourselves on creating 'to-go' packages that are both visually appealing to the consumer and that convey the distinctive image of the establishment we're working with," said Herb Sedler, the company's design and implementation specialist.

Last summer Elaine/Paper custom-designed the packaging for the popular "Macy's Picnic" promotion. In November, Aqueduct Raceway drew on Elaine/Paper's resources for printed glassware and restaurant supplies for the Breeder's Cup, the prestigious, annual showcase of the year's highest-earning thoroughbreds.

Currently, Elaine/Paper's creative team is brainstorming packaging ideas for the Statue of Liberty Centennial Celebration events.

CASCADES ACQUIRES AMERICAN CONVERTING PAPER

American Converting Paper of Rockingham, NC has been purchased by Cascades Industries, Inc. Cascades Pulp and Paper Division now includes seven companies located in Canada and one recently acquired firm in Europe in addition to the Rockingham, NC plant.

Product lines will remain basically unchanged and include bathroom towel and tissue products. Cascades sales office is located in Atlanta and headed up by Mike Robertson, Sr.

LANDSBERG PLANS $300,000 TO BE CONTRIBUTED TO HEARING IMPAIRED

As an example of what President Reagan calls "Private Sector Initiative," the Kent H. Landsberg Company of California is projecting a $300,000 corporate commitment to the Oral Education Center of Los Angeles to help the hearing impaired. To meet this goal, Landsberg Paperland has combined its traditional gala Open House with a Hearing Loss Awareness Program.

Over 12,000 suppliers, customers and community leaders are expected to attended the November 6–9 event to be held at the Alhambra facility of Sunclipse, a division of Kent H. Landsberg. The Open House will have a lumbertown and wild

SALES MANAGEMENT

THE SAMPLE SYNDROME

Use samples to enhance your sales pitch—not replace it.

Years ago they said, "This product practically sells itself." The master drummer would dispatch his green recruits to the hinterlands with this line, adding as they filed out of the room: "Just show it to your customers, boys, and write those orders!"

Today, a professional salesperson must be more sophisticated and better trained. But sales aids continue to be misused, particularly in new-product selling. It can sometimes be most inviting, for example, to use a new sample as the *pièce de résistance*, as if it could guarantee the sale.

This can happen to the rep with an overloaded schedule who feels the need to "keep moving." The sample becomes the salesman. Here's my observation: There is no denying the pulling power of a printed piece, product sample or sales aid. But such aids are primarily feature-oriented, and while they may win aesthetic or functional approval from the customer, they stand mute in regard to individual needs. It takes salesmanship to translate them into benefits—the real reason why people buy. Remember PSS II—NEED SATISFACTION SELLING.

Let's be honest. How many of us have shown a sample or sales aid and not known enough about the presentation piece. Read over all material and find out any additional information that you will need.

Sometimes a salesman will just as automatically reach for a visual as he might for a cigarette—a reflex brought on by a minor case of nerves. The real selling pros, on the other hand, establish a time-frame, rough out a plan of action and move step-by-step toward the close. They know when the contents of that briefcase should be introduced as elements of the sale, not as fail-safe reasons to buy.

May I recommend: It is good showmanship, and even better salesmanship, to introduce the sample or visual at a time when it fits naturally into the presentation. When you unveil your sample at that point, you will achieve a degree of impact that will heighten your benefit story and help customers to sell themselves.

On the other hand, all the samples, showmanship, and salesmanship in the world won't help if you don't ask for the order.

Dave Brizius, Corporate Director of Marketing Communications
Copco Papers, Columbus, OH

west theme and will include a Wild West Stampede Show.

In keeping with the spirit and philosophy of the President's Private Sector Initiative, Paperland is donating resources and helping to focus public attention on this serious national problem. Kent Landsberg is hearing impaired himself, but in addition to that, the entire company feels that they want to help those with this communication disorder.

PCA FORMS NEW PACKAGING GROUP

The Packaging Corporation of America (PCA) has formed PCA Disposables Packaging Group that will include two of its divisions, Ekco Products and A & E Plastics. Edward R. Heiser, formerly president of Ekco Products will head the new unit as group vice president.

INDUSTRY NEWS CONT

"The move will allow PCA to take advantage of efficiencies and improve productivity by sharing technology, production capabilities and management across divisional lines," PCA reported. The Disposable Packaging Group will be headquartered in Evanston, IL and will maintain four production facilities in Wheeling, IL, Clayton, NJ, City of Industry and City of Commerce, CA.

NICE-PAK RELOCATES CORPORATE OFFICES

The corporate headquarters and East Coast flexible packaging operation of Nice-Pak Products, Inc. has been relocated to a new 170,000 square foot facility at Two Nice-Pak Park, Orangeburg, NY.

At this new plant, Nice-Pak will produce its entire range of consumer, institutional and medical wet-wipe products. The complex will also include the company's Research and Development Center.

PEOPLE IN THE NEWS

Edgar H. Grubb has been elected president of Zellerbach Paper Company, San Ramon, CA. He was formerly senior vice president of the company.

Kevin J. Pratt has been named "Salesman of the Year" for 1985 at Carr Paper Company, Pomona, CA.

Michael Donahue has been promoted to credit manager for Ris Paper Company's New England Division.

Richard C. Morgan has been appointed regional controller—Eastern Region for Butler Paper Company. **Thomas R. Jacokes** has been named vice president and general manager of Butler's Baltimore Division. **David G. Mason** has replaced him as vice president and general manager in Harrisburg, and **Scott L. Hay** was named Toledo branch manager.

Gerald McPherson has been appointed sales manager for the Universal Paper Corporation, New Berlin, WI.

Charles L. Nalley has joined Louisville/Southeastern Paper Company in Louisville, KY as executive vice president

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and general manager.

J. Wendell Thomas has been named sales manager of the Columbia Division of Garrett-Buchanan Company of Philadelphia, PA.

Michael Gerbsman has been appointed executive vice president-sales and marketing of the Major Paper Converters operation of WWF Paper. The company also announced that **G. Michael Arthur, Sr.** has resigned as president of WWF's Paper House in Florida to pursue other interests.

Niel Christensen has joined Paper Corporation of America as vice president-physical distribution.

Ross V. Cauthorne, former owner of Cauthorne Paper Company, died at the age of 76.

Rosetta Farrell has been appointed director of marketing for Cross Siclare/ New York.

Michael W. Spidare has been named manager of Permacolor® products by the Industrial Division of MACtac. **Doug Cottrell** has been appointed national sales manager for the Roll Products Division and **Ted Shields** has been named to the newly-created position of marketing manager for the Printing Products Division of MACtac.

Roger W. Prall has become southern regional sales manager-consumer for The Fonda Group, Inc.

James F. Lenhoff has been named national merchant sales manager of The Beckett Paper Company.

Terence C. Laundry, formerly vice president, marketing and sales at Ekco Products and **Peter D. Mancusco**, who held the same position at A & E Plastics, have been promoted to vice president and general manager of their respective divisions of Packaging Corporation of America's Disposable Packaging Group.

Bill Shields has been appointed division manager of the Eastern Manufacturing facility for American Fiber Velope Mfg. Company.

Donald M. Cola will head up the sales of VBoard/VGuard products in the Northeast region for Laminations Corporation of Neenah, WI.

W. Lynn Thirtyacre has been named division vice president and general manager of the printing papers business unit of Crown Zellerbach. **Robert C. Martin** has become division vice president for communication papers.

Ronald V. Kelly has been elected president of the new SC paper mill venture of Pentair and Minnesota Power called Lake Superior Paper Industries.

EVENTS

JUNE

4. *Productive Opportunities for Paper Merchants. Chicago, IL. Contact NPTA.*

AUGUST

21–23. *Quick Print Expo sponsored by the National Association of Quick Printers, Hyatt Regency Hotel, Chicago, IL. Contact Philip Battaglia, Quick Print Expo Manager.*

SEPTEMBER

13–16. *NPTA Annual Convention and Paper/Plastics & Allied Products Exposition. Sheraton Boston Hotel, Boston, MA. Contact NPTA.*

OCTOBER

16. *Productive Opportunities for Paper Merchants, New York, NY. Contact NPTA.*

27–31. *Printech Week. Rochester Institute of Technology, Rochester, NY. Contact NPTA.*

NEWS BRIEFS

Riverside Paper Company has announced plans to construct a 150,000 square foot warehouse addition at their Appleton, WI operation. The new space brings their converting operation to 384,000 square feet.

Hammermill Papers Group has addressed the laser printing market with the introduction of a paper suited to the special low-speed, high resolution requirements of this new application. "Hammermill Laser Plus" is a bright, highly opaque paper with a very level, smooth surface, the company reported.

Georgia-Pacific has added toll-free numbers to make some of their people easier to reach: Converting and Specialty Papers—1–800–554–2346; Publishing and Commercial Accounts—1–800–554–2347.

NPTA has created an introductory video tape program that is available for review free-of-charge to those interested in the Management Development Program held at Miami University, Oxford, OH. Contact the NPTA Education and Training Department.

Paper Trade Association of Philadelphia members recently marked their 82nd anniversary with a dinner at the Hershey Hotel. Outgoing president Jim Barrett (president, Killhour-Commercial) received a plaque in recognition of his efforts.

Graphics of the Americas, a printing trade show in Miami, has grown to 480 exhibitors using 120,000 square feet of space and attracting over 17,000 people. Printing industry sales in South Florida have surpassed the $2 billion mark. The Printing Industry of South Florida reports that their printing and publishing industry has grown larger than the Atlanta market by one-third.

Geneva Business Services reports that 60% of the 400–800 hours involved in successfully completing a typical merger is consumed in deal structuring. With companies in the $1–50 million category, "it is not abnormal for a merger or acquisition to take 9–15 months," Geneva president Arthur Perrone said, "from the time an owner has made the emotional decision to sell until the check is in his hands at closing."

Howard C. Ris to Receive the 1986 Stanley O. Styles Industry Excellence Award

The third annual Stanley O. Styles Industry Excellence Award will be given to Howard C. Ris, chairman emeritus and CEO of Ris Paper Company headquartered in Garden City, NY. The occasion of the Award's presentation is to be the 1986 Chairman's Luncheon held September 15 during the NPTA Annual Convention in Boston.

The Award, named for Stan Styles, a well-known figure and member of the paper industry for over 70 years, is given each year for excellence and achievement in business. Howard Ris is such an industry leader who exemplifies the qualities of the Award's namesake and follows in the tradition of the previous recepients: William J. Zellerbach and Albert F. Duval.

Howard Ris graduated from college in 1938 with a pre-law degree and joined his father in business—the paper business that Charles Ris bought three years earlier. As a $15 a week salesman, Howard tired of the salary arrangement and said "Listen, Pop, I can't do it this way any more. Put me on straight commission and if I make it fine; if I don't, I'll do something else." He didn't have to do something else.

Sixteen years later in 1954, Howard became president of the company upon the death of his father. Sales stood at about $1 million per year. "When I took over," he remembers, "I wanted to make it grow." And that is exactly what he did.

In the following 32 years, Ris paper has grown from one location to 17 houses on the eastern seaboard and west to Cincinnati.

In the company's 50th anniversary year in 1985, Howard Ris took the title of chairman emeritus and withdrew from the company's daily responsibilities. But, he will never be far from home. "I'm going to stay on the board and the executive committee and I will be involved in all critical decisions—especially future acquisitions."

Howard Ris has looked back on his illustrious career with pride and has the perspective of a true leader. "It's been a ball game, a great ball game," he said. "Tough times and good times, a lot of pressure, a lot of competitiveness, a lot of negotiating, a lot of give and take, a lot of salesmanship...and a lot of fun."

Join the Recognition

Be on-hand at the 1986 Chairman's Luncheon to participate in the presentation of the Stanley O. Styles Industry Excellence Award to Howard C. Ris. This special luncheon event will be held on Monday, September 15, 1986 at the Sheraton Boston Hotel. Tickets are $75.00 each and may be obtained by calling NPTA Headquarters at 516–829–3070. The keynote speaker for the occasion will be Ambassador Jeane Kirkpatrick. Make plans now to attend.

PRINTING PAPER

GRAPHIC DESIGNERS TALK ABOUT PAPER NEEDS

What do graphic designers want from paper people? *Graphic Design: USA,* a magazine specifically for graphic designers and art directors, polled readers by asking "Which of the followng paper ideas do you find most useful?" It is no surprise that "designers' work" and "illustrators' work" came up one and two respectively. Looking past that, one can see the important areas for all paper specifiers.

IDEA	RANK
Designers' Work	1
Illustrators' Work	2
Sample Books	3
Letterhead Samples	4
Production Tips	5
Posters	6
Dummying Sheets	7
Annual Report Data	8
Printed Demonstrations	9
Availability/Price	10
Calendars	11
Contests	12
Salesperson Calls	13
Distributor Lists	14
Other	15

Source: *Graphic Design: USA*

INTERNATIONAL PAPER SALUTES MACHINE START-UP

To celebrate the successful start-up of its second reconfigured paper machine in Mobile, AL, International Paper Company has issued a colorful, limited-edition poster, "Mobile," illustrating the graceful architecture of that Southern city and commemorating more than 56 years of papermaking operations there.

The new No. 6 machine was recently reconfigured to produce a high quality uncoated free sheet used for offset printing papers, note pads, reprographic papers, and envelope papers.

The attractive five-color poster is printed on sheets from the rebuilt No. 6 machine's first run of Springhill® Offset, 60 lb. Wove. For a complimentary copy, write to "Mobile–105," International Paper Company, 77 West 45th Street, Room 41–56, New York, NY 10036.

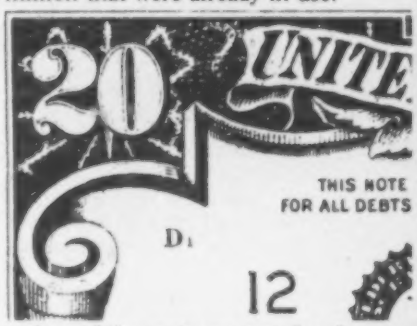
PIA MOVES PRINT CAMPAIGN INTO SECOND STAGE

The very successful "Turn on to Print" campaign has begun its second phase with the support of the Royal Zenith Corporation. The second printing of the "Turn on to Print" poster graphically shows the vast capabilities of print as a medium of communication. It shows a modern neon sculpture of three process ink colors forming a spectrum of color.

"The poster also functions as an invitation to students to explore the many areas of the growing and changing graphic arts industry as a possible career," reported PIA president Bill Teare. Posters are available from PIA by writing to: Turn on to Print, Communications, Printing Industries of America, 1730 North Lynn Street, Arlington, VA 22209. A check or money order for $3.00 must be included to cover the cost of postage.

PRINTERS OF COUNTERFEIT MONEY HAVE NEW PROBLEMS

Counterfeiters take notice! The U.S. Treasury Department is making it much more difficult to make a dishonest dollar. Last year, Secret Service agents seized $61 million in counterfeit notes before they were circulated and another $6.9 million that were already in use.



One of the main reasons for the governments' concern is that the growth in color reproduction technology brings with it what they call "casual counterfeiters"—those people who may be tempted to use sophisticated color photocopiers to print bills. Without some changes in the printing and/or paper, Treasury felt that the incidence of counterfeiting would rise.

Many dramatic proposals were entertained during a $7.5 million investigation of the subject, including changing the color of the bills or adding holograms. The Treasury Department decided on the use of a clear, polyester thread woven vertically in the paper. Also, the words "United States of America" will be microprinted around the portraits—too small for even the most sophisticated copiers to reproduce. The microprinting may only be seen with a very powerful magnifying glass and the polyester thread may be seen when held up to the light.

The new currency will be launched in about a year and government experts predict that it will take two and one-half to three years to fully replace existing currency.

INDUSTRIAL PAPER

MATERIAL SAFETY DATA SHEETS: WHO HAS THE RESPONSIBILITY?

With the November 25, 1985 deadline for distributors to comply with the OSHA Hazard Communication (right-to-know) laws behind U.S., the difficulties distributors will be experiencing in the handling of "hazardous chemicals" has only just begun. By this past May 25, employers must have complied with the remaining provisions of this law which includes a written hazard communications program, the labeling of containers in the work place, and employee information and training programs.

But there seems to be more questions than answers. How are manufacturers reacting to these new regulations in their relations with distributors? Are they really helping distributors to comply with Occupational Safety and Health Administration (OSHA) standards? While the law states that each and every container must arrive at its destination (end user) with both a label describing the hazards of its contents and a Material Safety Data Sheet (MSDS), are manufacturers supplying an adequate number of these?

This law adds a tremendous strain on both the manufacturer and the distributor and creates problems with operations as well as new insurance liability. Part of the problem also seems to be haziness of who is actually responsible for compliance in various areas. Just what constitutes the term "manufacturer"? Does it include the re-packaging of an existing formulated product? Or the re-mixture of two previously formulated products?

In any case, the focus is on the *distributor* to make certain that all of these products carry the information mandated by OSHA. NPTA is interested in learning more about how the system is or is not working. Just what manufacturer programs are in progress to assist distributors?

According to an article in the March issue of *ISSA Today*, it has been learned that the standard imposes affirmative duties upon distributors and manufacturers to provide information about the hazardous nature of chemicals. Any non-compliance, therefore, may be used to establish negligent conduct claims, especially in an employee-initiated lawsuit resulting from exposure to a hazardous chemical. While careful compliance with the standard may help to protect a manufacturer or distributor, juries are likely to be very impressed by any adverse evidence the new regulation produces.

It has also been learned that OSHA will allow the use of many different, existing labeling systems and approaches for in-plant labels. For example, some in-plant labeling procedures have used a numerical system to rate the severity of the hazard. These systems, such as the Hazardous Materials Identification System (HMIS) developed by the National Paint and Coatings Association, are allowed to be used in-plant where labels are supplemented by MSDSs; and employee training.

A number of services designed to facilitate compliance with OSHA's Hazard Communication Standard, as well as the state right-to-know laws, are currently or will soon be available. One such program, "Safechem II," provided by Safeware, Inc., runs on microcomputers such as the IBM PC. This system produces MSDSs which comply with the federal standard. Safechem II comes preloaded with typical data for the most common hazardous chemicals. The data base can be customized by adding the user's data for any chemicals not already listed.

Another software program is available from Compliance Software, Inc. The "MSDS Auditor Program" is designed to target MSDS to only those buyers that the state and federal laws require. Appropriate MSDSs are automatically mailed to new accounts upon their purchase of a hazardous material. Data sheets will also be sent to any existing customer who purchases a new product. Additionally, revised MSDSs will be mailed to those accounts that purchased the associated products in the past.

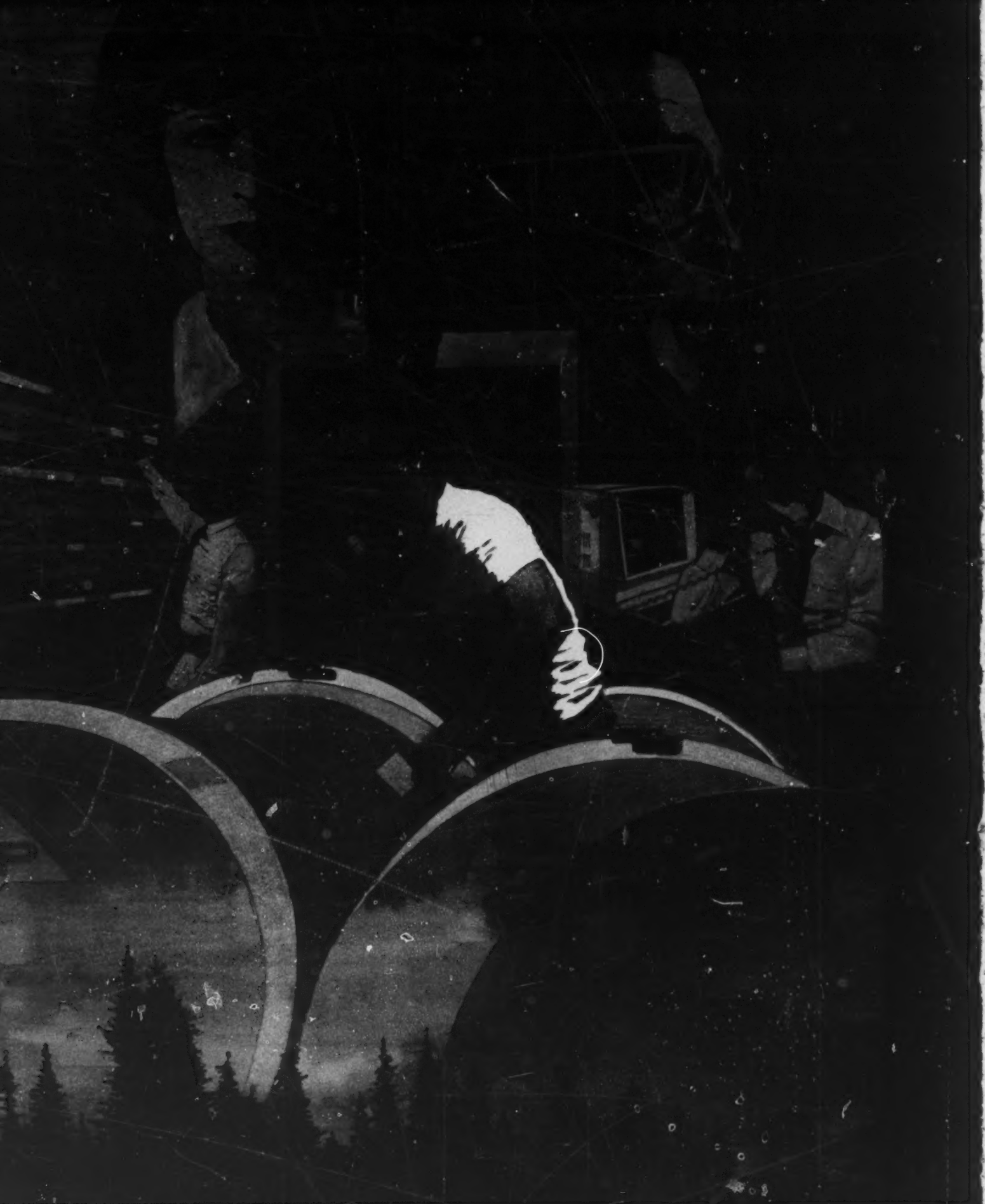
Audio/visual training materials to assist employers in complying with the standard are available from a variety of sources such as OSHA or the people with Hazard Materials Identification System (HMIS). These materials are especially useful as a general introduction for the training of employees in dealing with the specific chemical hazards in the workplace.

NPTA would like to learn more from both distributors and manufacturers on this issue and create a committee to discuss and assist both sectors in dealing with this complex law. Anyone interested in either participating by serving on the committee or submitting information related to this issue, please contact: Richard J. Lerman, NPTA Director of Marketing & Membership Services, 111 Great Neck Road, Great Neck, NY 11021; 516-829-3070.

FAST FOOD LABELING PRESSURE GROWS

Increased interest in the quality and nutritive value of fast food has sparked intensified consumer pressure on the Food and Drug Administration (FDA) to require mandatory fast food ingredient labeling. The Center for Science in the Public Interest (CSPI) recently presented the FDA with 5,000 petitions from consumers nationwide in support of mandatory fast food ingredients disclosure. FDA Officials have said that consumer opinion would be considered in the final ruling.

CSPI have provided the FDA with petitions signed by consumers, 127 scientists, and 10 consumer groups, reports *Nation's Restaurant News* (2/24/86). The organization argues that disclosure of fat content and ingredients would assist consumers who wish to avoid excess fat or substances to which they are allergic. The U.S. Department of Agriculture ruled against a similar argument last fall.



These are the people behind our commitment to paper

Georgia-Pacific people: ready, willing and able.

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For example, we've expanded our sales and customer service departments to make sure our customers get the ongoing service they require. And we're supporting these people with an improved technical service department. We know that the only way we can keep our present customers and add new ones is by providing the best products and service possible.

Of course we will continue to invest in the best machinery, the best technology, the best systems. But our ultimate investment is in our people. Paper makers, product managers, quality control people, technical sales and service personnel, every single person who works for us. They are the ones who make it possible for Georgia-Pacific to give you what you need when you need it—the finest quality printing paper.

Superb printing stock: the culmination of our commitment to paper.

When you sell Georgia-Pacific paper, you can be confident your customers will be satisfied with its performance. When you print on Georgia-Pacific paper, you'll be pleased with the results. Because our goal is to make it possible for you to operate your presses at full speed, without making adjustments and without worrying about bad runs. And to help you do the kind of work good reputations are built on—clear, sharp and vibrant.

Commercial printers depend on Georgia-Pacific for uncoated papers to fill all their needs—from cover and text grades to premium opaques to matte coated to offset papers.

Before you put in your next paper order, take a good look at Georgia-Pacific. Because our commitment to becoming the best in the printing paper business is really a commitment to you.

Georgia-Pacific

Printing Paper Division

We're committed to paper.

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Paper Distribution's Unsung Heroes

A mountain climbing expedition was arranged by an intrepid climber. He put together the finest team knowing the strengths and weaknesses of each person selected. He took care in working with the members of his party, preparing them for the long assault of the summit. They were professionals all—even the porters who carried the gear and provisions like pack animals.

As the journey commenced, the dedication of all involved was evident. One of the porters carrying nearly 100 pounds of gear on his back kept the group in good spirits with his gentle manner, kind words and a spark of humanity that made the hours pass by quickly for the climbers. The leader of the expedition relied on his presence as everyone did, although nothing was ever said.

Two weeks into the trip, that porter took sick and the leader sent him back to a nearby way station to recover. The band became irritable after that although they didn't know why. They took to arguing among themselves, and the expedition leader, although a man of strong character, could not hold the group's focus on the goal.

Three days later, the expedition was disbanded and each went his separate way.

Stories of people working together striving for a common goal are numerous. Stories of failure are probably more common. In the story told above, the question to be answered is "who leads and who follows?" Although the expedition leader was a man of strong character, he could not hold the band together. The goal was clear, but his resolve was not enough. It was the lowly porter whose spirit made the chemistry just right—without him, they could not turn lead into gold.

The American paper merchant today focuses on the goal of increased profitabilty through service excellence and assembles a strong team. As the leader of an expedition into the marketplace, he or she must balance the strengths and weaknesses of each employee, teach and prepare each for the rigors of the daily climb.

But what has become exceptionally clear today is that the servant, by way of his hidden talents and abilities, becomes the master, and it is the wise leader who recognizes this in his people. The company executive, like the leader of an expedition, may need to serve his people to achieve the success he desires.

Recognition of employees is a way of serving them. It is a means to success. The company employees shown here are the behind-the-scenes people who serve the company of their choice. They are recognized because someone cared enough to do something about it.

Whether recognition comes in the form of "employee of the year," or a pat on the back, the great thing to remember is that everyone's job is important in the larger scheme of things. Taking the time to recognize some of the unsung heros is good for business and good for humanity.

MASARU NITTA: A Man for Every Season

by Brett Mitchell, vice president
West Coast Paper Company
Seattle, WA

Every company has a dream of keeping a group of highly self-motivated, highly productive employees; all of whom through well-balanced virtues of loyalty, honesty and faith in the company will give their all to see that each day the mission is complete. They continually strive toward improving themselves and the company as one.

Here at West Coast Paper Company, we are very fortunate to have such a person. Beginning in August, 1945, Masaru Nitta has been part of an ever-growing team of employees laying the foundation for one of the most successful paper companies in the Pacific Northwest.

Since his first day of work in 1945, Masaru Nitta has never missed a day of work nor has he ever been late a single day. The last 41 years have not been regular eight hour days either. He currently starts at 7:00 a.m. and works until 5:00 p.m. with a half-hour for lunch. Along with his regular duties in the warehouse, Masaru does additional janitorial work on off hours.

His dedication and devotion to his work has not gone unmatched by an equally strong commitment to his family. His "support" group includes May Nitta, his wife of 45 years, three children and four grandchildren. His hobbies include fishing, Judo and gardening.

Masaru Nitta's unquestionable excellence in work performance and perfect attendance along with all that *he gives* of himself to others surrounding him, creates an atmosphere any employee is honored to work in. Masaru has shown us all that conviction to the daily task and enforcement of a positive attitude leads to a fulfilling and enriching career. Everyone at West Coast Paper Company honors, admires, and respects this outstanding performer who has and will continue (at age 73) to do his utmost for all who surround him.

by F. D. Simonsen, vice president printing paper business unit Crown Zellerbach Distribution Group San Ramon, CA

Has never missed a day of work in 41 years

JOHN WELLS: Unmatched Technical Expertise

In late 1983, Zellerbach Paper Company launched a project to conduct business with our suppliers using direct computer-to-computer links. John Wells from the MIS Department was selected to research the state of this technology and specifically to determine whether any industry standards had been developed for Electronic Business Data Interchange (EBDI).

In doing his research, John became actively involved in a committee of the American National Standards Institute which is responsible for inter-industry electronic interchange of business transactions. This committee, known as the X12 committee, was developing standards for purchase order transactions and John quickly took a leadership role in standards development. So far John has assumed ongoing responsibility for the purchase order standard and has authored four additional ANSI standards involving purchase order acknowledgements and purchase order changes.

John Wells is currently active with the ANSI X12 groups and was recently appointed to lead the Purchase Order project team. This group is chartered to facilitate all maintenance and development of purchase order-related standards. When questioned about the paper distribution industry's participation in Electronic Business Data Interchange, John indicated that his major concern is that the paper industry as a trade group has not made an endorsement of the standards. He indicated that other groups like the Automobile and Aluminum industries have worked together to develop EBDI standards as well as giving full endorsement of the ANSI standards.

We are very proud to have John Wells representing Zellerbach Paper Company in ANSI X12 standards development and look forward to the day the standards are accepted industry wide. We are also looking forward to working together with our customers so that all of us can benefit from the use of these new technologies.

John Wells was born in Seattle, Washington, and grew up on the beaches of Southern California. John moved to San Francisco, CA, in 1979 after receiving his Associate of Science degree from Coleman College.

Takes that extra step to help someone

John Wells joined Zellerbach Paper Company in August of 1981 as a computer programmer. He was assigned to support the Zellerbach accounts receivables system. In late 1983, John was promoted to systems analyst and was given the assignment of developing a computer-to-computer data interchange system. John Wells is currently a senior systems analyst and continues to reign as Zellerbach Paper Company's resident expert in computer-to-computer Electronic Business Data Interchange. John's hobbies are playing softball, snow skiing, and restoring his victorian home in Alameda, CA.

LANI RAZO: Equal to the Challenge

by Gene Shelton, president & CEO
Sunclipse, Inc.
Montebello, CA

Lani began her career with Kent H. Landsberg as a part-timer in 1980. In 1981, she assumed full-time duties in the Message Center. That's a spot where one has to learn quickly because all the information passing back-and-forth between the outside sales force and the inside is cleared through the Message Center. Lani proved equal to the challenge.

After becoming familiar with the Landsberg philosophy and way of doing things, Lani moved into the Expediting Department. There she was responsible for checking with suppliers to assure timely delivery of orders. She was able to greatly expand her knowledge of the paper industry.

After a number of months as an Expediter, Lani was offered a position in the Stock Department. This gave her a chance to become familiar with the highly computerized Landsberg inventory system. The system and Lani have grown together. Now Lani is in charge of all computer revisions to inventory including logging in receivers, making adjustments after stock counts and confirming no-stock reports from the warehouse.

The thing co-workers notice most about Lani is her attitude. She is always ready to take the extra step to help someone else in the company or, should the occasion arise, a customer. Lani hopes to someday work in the Inside Sales Department where she will have constant customer contact. We know they will appreciate dealing with her. Lani was named co-Employee of the Quarter for the first quarter of 1986.

ESTHER LEHOTSKY: Indispensable to Top Management

by Bennett N. Scott, Ph.D., Director of Training
Century Paper Company
Houston, TX

"No one is indispensable," it has been said. Whoever said that didn't know Esther Lehotsky. A veritable dynamo of energy, competence and compassion, Esther plays a key role at Century Papers, Inc.

As private secretary to chairman of the board, Jules Maltz, and president and CEO, Herschel Maltz, Esther is involved in discussions and decisions at the highest level of management. As supervisor of the corporate payroll depart-

ment, Esther affects every employee of the company. And with the insurance program, Esther personally processes claims and extends her caring and concern to employees and their families in times of great need.

Even with all the projects Esther is involved in, one can still go to her for ideas, help or guidance on nearly any aspect of company interest and receive a cheerful response. Esther's personnel file of 30 years is full of descriptive words, such as conscientious, always cooperative, effective, pleasant, willing to give.

Accordingly to Herschel Maltz, "Esther's real value to Century is her rare ability to coordinate a concern for the best interest of the company with her sensitivity for the welfare of individual employees." Herschel adds, "She also makes life easier and more pleasant for Jules and me."

KAREN MARTIN: Efficient and Effective

by Jonathan O. Bloom, president
J B Papers
Union, NJ

At J B Papers, we strive for outstanding performance in selling, service and buying. In one of the less visible parts of our business, Karen Martin has demonstrated consistently outstanding performance. Working as assistant to our stock buyer for just over two years, Karen learned the business very quickly and now goes that extra step to make our company go.

Efficiently and effectively, she will check an alternate item when a mill is out of stock or solve a tough shipping problem to get our customer what he needs when he needs it. She has developed great working relationships. She's able to get that extra help from our mills to help us respond and serve our customers.

On top of the buying, she has helped us maintain a timely and accurate on-line inventory database, while also keeping our mill and price books current. Working with our customer service and sales people, Karen sets a quiet yet persistent standard of 125% output with a willing and "can-do" spirit.

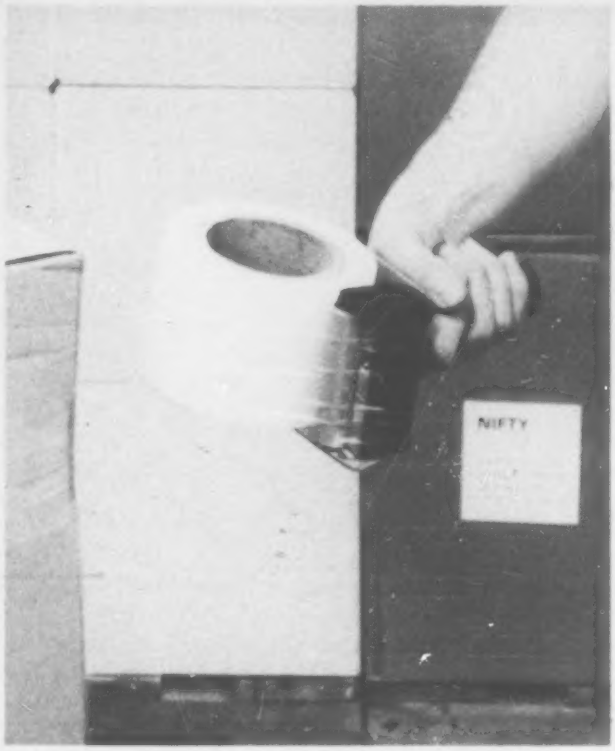
A dynamo of energy and compassion

WILLIAM W. KNEBLE: Customer Service at its Best

by Raymond J. Bonina, president
Garrett-Buchanan
Philadelphia, PA

Since before the Chicago Tribune's infamous 1948 headline that wrongly proclaimed Truman's defeat to Dewey, Garrett-Buchanan's Bill Kneble has been buying and selling paper. The knowledge he has acquired over four decades, combined with his unrelenting enthusiasm, has made him a role model for excellence in customer service.

Having worked through the terms of six company presidents and three company relocations at Garrett-Buchanan, Bill can recall the days when orders for paper, candles, even Tinker Toys were received at G-B by mail. He remembers a public relations campaign, before paper was transported on pallets, when a horse-drawn wagon was used to deliver cartons to the historic Philadelphia printing district. The campaign proved to be doubly successful when



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the wagon met with fewer difficulties than the trucks in maneuvering the small cobblestone streets and became, for a time, part of the G-B fleet.

Today, equally at home surrounded by phones and computer terminals, Bill takes orders and quotes prices to a new generation of customer, the high-tech printer who needs fast and accurate answers. Bill has always made the customer the focus of his attention, keenly aware of their increased pressures due to stiffer competition, tight deadlines and increasing amounts of bid business. His paper knowledge and service-oriented attitude make him a particularly important component in the customer/merchant relationship.

Among his other duties are the jobs of keeping the company price book current and teaching sales trainees the art of professional customer service. Most outside sales reps can recall days at Bill's side learning the business and realizing that service is our most important commodity. Bill can boast that two of his students went on to become G-B presidents.

At 61, Bill can reflect on the growth that he has witnessed at Garrett-Buchanan, and he can take pride in his contributions toward that growth. He is now beginning to think about his retirement when, in a few years, he and his wife Anne will do some traveling, perhaps even get in some serious fishing. But before that time, this youthful and personable paper veteran, when asked to do the near-impossible, continues to offer his famous and encouraging phrase "Follow me and fear nothing."

Recognition in the Future

The response of NPTA's call for employee recognition was significant. Unfortunately, all of those sent in could not be included for lack of space. The employers who took the time to send in a piece about an employee should be commended.

This feature will be run again. It is NPTA's intention to foster employee recognition programs and interest in what may become an industry-wide "employee of the year" program.

At 106, Carl Schorske is Going Like 60

A man of many accomplishments, Carl Schorske has been a paper merchant his whole life. Although retired for 31 years, he still tracks the industry that was his first love and took the time to discuss his life's work with MN editor William H. Frohlich.

On Tuesday, June 17, 1895, a young man took the train down to lower Manhattan from his home in the Bronx. He was nervous about the trip for two reasons. He had never made it before and he was a day late.

The letter he carried in his breast pocket told him to be at the company's office bright and early Monday morning. Being unsure of the way there, he had waited for his older brother to take him. And now it was probably too late to get that job—his first job. At 15 1/2, it was important for him to get his career started.

He was ready, alright, looking quite the young gentleman in his father's suit that his mother had cut-down for him with short pants, high black stockings over the knee, high-button shoes and a big bow around his neck. There could be no finer office boy, he thought.

He arrived and talked with the boss, a very distinguished individual who impressed the young man immediately. "I'm glad to meet you son," the boss said, "but I just hired a boy yesterday. I don't know what I can do."

Crest-fallen, the young man turned to leave knowing the difference one day can make. As he reached the door, he heard someone shouting after him, "just a minute, just a minute." He stopped and faced the boss. "I talked to my two sons," the man said, "and I told them 'I like that boy and I want to hire him,' and that's what I'm going to do."

And Henry Lindenmeyr, Sr. did just that—he hired Carl Schorske on that June day in 1895—a day that Carl vividly recalls as launching his career in the paper distribution business.

Carl Schorske began what would be a 60 year career. As an office boy in 1895, Carl worked 8:00 am–6:00 pm daily and eight to five on Saturdays, all for $4.00 a week. His duties included delivering invoices to customers in lower Manhattan for it was cheaper than mailing them. From the company's offices on the corner of Mulberry and Houston Streets, Carl would walk over to Broadway to get the cable car and take it down to the Battery. There he would begin his delivery route as he walked his way back to the office.

Of course, it was a long trip just to get to the office by 8:00 am from the upper Bronx to begin his rounds each day. It meant he was up before six and not home until after seven at night. But for a young man, learning the streets of the city was a joy.

He remembers that first office well. There were no women in the business in 1895. The company stenographers sat in the office in their waist coats and hats looking very formal. Carbon paper had not yet been invented. What they used for duplicating business correspondence was a "copy book." This was a bound book with yellow tissue paper leaves. Typed letters were put between the pages and at the end of the day the book was put in a handpress. After the leaves were air-dried, Carl would have to file the copies.

The year after that, Carl was promoted to cash boy at Lindenmeyr and worked in the company store. When business was slow, he would spend his time pulling samples from the warehouse to restock the many drawers in the store and arrange the samples. One day some four years later, Gustave Lindenmeyr saw Carl in the store and said, "Schorske, I see you

CHAIRMAN'S CORNER

We Salute the Paper Performers

If you have been reading these articles in past issues, I would hope that by now you have some sense of my regard for the importance of people to our individual businesses and to our industry. In this issue, we have the opportunity to learn about just a few of the outstanding performers within our ranks. Read about them. Each of them, in their own way, is truly outstanding.

With each of the individuals featured in this issue, someone cared enough to submit an article. Caring and being willing to do something about it encourages talent, ability and effort. Our featured performers would tell you that they have not been operating in a vacuum. Support and respect of others within their companies has been very important. We salute these individuals. They are deserving of our respect. And we thank those who cared enough to tell us about them.

Richard W. Abrams
NPTA Chairman

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IN PERSON CONTINUED

working around here every day...what are you doing?"

"Well, Mr. Lindenmeyr," Carl responded shyly, "I'm replenishing and cleaning up the samples."

"Who told you to do that?" Gustave asked.

"Nobody," Carl answered. "Did I do wrong?"

The boss said, "No! quite the contrary, you did a wonderful job. What are you earning now," Gustave asked.

"Four dollars a week, sir," said Carl.

"From Saturday on it'll be eight dollars!" smiled Gustave.

Carl Schorske has many fond recollections of those days in and around the store. He recalls that there was an initiation rite for new boys who were hired there. Someone in the store would complain that a certain sheet of paper was too short and the new boy was sent off to the top floor to fetch the "paper stretcher." On each floor, he would be told that it could be found on the floor below. Those days around the turn of the century for Carl have melted into comfortable memories that he enjoys talking about.

He stayed with Lindenmeyr through the First World War and into the Twenties. In 1923, he took a job with a mill agent where he worked for five years.

Then, in 1928 Carl went to work for George W. Millar, also in New York City. As a well-rounded paper man, he became general manager of the company and stayed there until his retirement in 1955.

Talking to Carl, one gets to relive the history of the paper industry. His first-hand experience with the changes that took place gives the listener a sense of how far the business has come. Carl began in the days when deliveries were made by horse-drawn wagon and technological changes brought new kinds of paper and board and Kraft first appeared. He witnessed the growth and standardizartion of the industry that is now responsible for the sale of $30 billion of paper products each year.

Today, Carl Schorske still lives in the house he built 65 years ago in Tuckahoe, NY. He is an easy-going, warm-hearted man who enjoys his life in the community. And at 106, he now looks back with pride on a successful career in the paper business and is still an active community leader who loves his little corner of the world.

The Leaders of Tomorrow's Industry

Who are the paper distribution industry leaders of tomorrow? They are the ones at the forefront—with new ways of conducting business, harnessing new technology and using strategic planning to catapult their companies into the future.

The average age of the young executive in the paper distribution industry is 35. 96% are male and nine out of 10 are married, but only one in 10 have children.

In mid-February, NPTA surveyed the members of its Young Executives Forum (YEF) to create a profile of the leader of tomorrow. What was discovered paints a picture of the dynamic changes taking place in the industry—an industry that is facing its challenges professionally; an industry that is tapping into the mainstream of corporate life.

Personal Profile

The stability of any industry—be it retail or wholesale is in part reflected in the number of years an individual remains with his company. While all studies indicated that the United States work force is one of the most mobile in the industrialized world, the NPTA study points to a high level of industry dedication and company commitment. Most surveyed have had two previous jobs but have spent 11 years in wholesale paper distribution—nine of those years with their present employer.

This shows that the average young executive graduated from college, landed his first job outside the industry, kept it for two years than entered the paper business and stayed.

University training is seen as very important to this group. Of those responding to the NPTA survey, 50% hold college degrees with an additional 24% having completed post-graduate work (and most of those in MBA programs).

It is clear that the young executive puts stock in education. Beyond University training, most reported a very active and disciplined approach to keeping up with their changing industry: 84% have attended NPTA-sponsored programs; 65% gained support from programs provided by suppliers; 57% utilized programs from outside training organizations; 31% valued self-study programs and 29% attended formal, university-based educational programs.

Business Profile

The typical young executive is certainly in upper management: 65% hold positions of vice president or above. The remaining 35% are managers of various description, with most everyone reporting to the CEO or president. Each supervises an average of 26 people in his position. 32% of those responding work for a printing paper house, 40% are employed by an industrial paper distributor and 28% dual—equally divided between single location and multi-branch operations.

The salary and benefits of young executives in paper distribution indicated by the NPTA survey showed that more than half earn between $45,000—$75,000 per year. Interestingly, one in five earn more than that.

In the execution of his job, the young executive must face many critical tasks. Those surveyed were asked to rate these critical tasks as very important, somewhat important, or not important. The top five most important areas in order were:

Survey Conducted of YEF Members

In recognition of the important role that today's young leaders play in shaping the scope, focus and direction of wholesale paper distribution, the National Paper Trade Association founded its Young Executives Forum in 1975. By virtue of their position and expertise, these young industry leaders will be managing the changes that will impact their firms tomorrow.

A comprehensive survey was sent to 115 members of the NPTA Young Executives Forum in mid-February, 1986 and a total of 68 usable returns were logged—a 59% response rate.

The purpose of the Association's YEF group is to create "an opportunity for executives under the age of 45 to meet and be kept up-to-date on important issues confronting the paper distribution industry," reports Michael Olthoff, chairman of the YEF and vice president of Nichols Paper, Muskegon, MI. "Too often, we are busy with daily activities and don't take the time to analyze where we are, where we want to be and how we want to get there."

The YEF offers its membership educational programs plus an opportunity to interact. Jon Bloom, president of JB Papers and a member of NPTA's Board said, "By limiting membership to management, we have been able to direct our programs to those who will soon be the leaders of our industry." Information on the Young Executives Forum may be obtained by contacting Bruce Linden at NPTA headquarters.

The Paper Distribution Industry Young Executive Profile

Age: 35
Sex: Male
Marital status: Married
Children: None
Education: Degree + post-graduate work
Years in industry: 11
Years with present employer: 9
Present position: vice president
Years in present position: 6
Reports to: president/CEO
Number of people supervised: 26
Salary: $64,500 (estimate based on category averages)
Company operation: Single house or multi-branch printing, industrial, or dual
Member: NPTA Young Executives Forum

- Focusing on business profitability
- Leadership approaches/decision making
- Problem solving
- Personnel selection and evaluation
- Training and development/employee coaching

Considered least important, were the following:

- Warehouse operations
- Purchasing
- Account management
- Field sales skills

Future Issues

As the paper distribution industry changes to meet the challenges ahead, new issues confront the young industry leader. Here is a sample (in no particular order) of the issues which concern young executives today about the business world of tomorrow:

- Survival of domestic mills/foreign potential
- Erosion of market share due to competition
- Continued specialization
- Manufacturers selling direct to end-users
- Data processing & technological changes
- Compensation of inside sales support and the changing role of outside sales
- Cost containment
- Growth of large chains/corporate take overs/mergers and acquisitions/survival of independents
- Growth in cut-size demands
- Government regulations and restrictions, health and liability insurance rates, workman's comp. unions—non-marketing factors
- Pressure to maintain current ROI and to reduce costs maintaining acceptable profit margins
- Lack of product availability to suit need
- Telemarketing
- Specification selling
- Better control of overhead
- Need for new and more profitable products
- Training
- Better sales representation by mills
- Ability to sell quality and service instead of price/value added selling/service excellence
- Need for paper distributors to expand into other areas

SECOND ANNUAL YEF CONFERENCE: A HUGE SUCCESS

By: Dave Milleman
Mac Papers Inc.
Tampa, FL

The Young Executives Forum (YEF) of NPTA met at the Registry Resort in Scottsdale, AZ March 20–23. Everything from the 80-degree days, the breathtaking gardens surrounding the pool and cabana areas, the meetings, dinners, golf and tennis were a rewarding experience for all.

Forty-two young executives (nearly half included spouses) from around the country met for three extremely successful sessions. Bruce Merrifield, a graduate of Princeton University (BA) and Harvard University Graduate School of Business (MBA), headed up Friday's session on strategy in marketing guidelines. This presentation covered more than 60 guidelines in five areas to help participants become fast-growth managers.

This session was very helpful in several ways including: A. to sharpen the company's focus on most productive products and customers; B. to organize and direct management and personnel to work together at a consistent pace; C. to measure improvement of self-service value to customers rather than commodities for a price.

Although this session was to close at Noon on Friday, the interest level was so high that we kept going until 2:30pm.

The Saturday morning session was geared to: A. create a high-performance environment that will stimulate employees to give their best efforts rather than *demanding* some sort of performance; B. to make daily decisions which are efficient for both immediate and long term contracts; C. to hire fewer people, but of better quality; D. to achieve a "zero-error" operational environment. This presentation kept us in suspense and we interacted for three hours in overtime!

Sunday morning, we had an interesting panel discussion on distributor-manufacturer communications. This was hosted by George Wofford, Zellerbach Paper Company and Dennis Katterhenry of 3M.

Steady Growth Forecast for Wholesale Distribution

The U.S. Department of Commerce recently published its *1986 U.S. Industrial Outlook* for the wholesale trade. It covers some of the major issues concerning wholesalers in general, the broader environment of which paper merchants are a part. The major distinction in the report is made between durable and nondurable goods. Following is the Commerce Department's outlook.

Current Situtation

Merchant wholesaling (SIC 50–51) is expected to post a sales gain of almost 4% in 1986, with nondurable goods trailing durables. Annual growth at a 5% rate is foreseen through 1990.

Sales by merchants of all types during the first six months of 1985 increased by only 0.9% compared to the same period a year earlier. Sales of durable goods by wholesalers increased by 2.9%, while sales by nondurable goods wholesalers decreased by 0.6% during the same period.

Merchant wholesalers are playing an increasingly important role in the nation's distribution system. Of the wholesaling industry's total $2.0 trillion sales in 1982 (the latest year for which data are available), merchant wholesalers accounted for 58%—up from 53.7% in 1977.

Employment and Earnings

Employment in wholesaling has been stable primarily because of the diversity of the industry's customers. Moreover, the industry tends to reduce working hours rather than employment during a recession.

The average workweek of the wholesale industry was approximately 38.6 hours in 1985, about the same as in 1984. Average hourly earnings rose nearly 3% to $9.22 an hour.

Computer Technology

Many wholesalers feel that they operate most profitably and efficiently when they can evaluate their business with the assistance of computerized systems. By 1990, it is estimated that 50% of merchant wholesalers will use computerized systems for delivery route scheduling and vehicle-load planning, according to industry sources. In 1980, a very small percentage of wholelsalers used such systems.

Taxes and Tax Reform

Annual studies by the Congressional Joint Committee on Taxation consistently show that the wholesale industry pays either the highest or the second highest effective tax rate of the industries studied—approximately 35% in 1983 and 36% in 1982.

Wholesalers contend that high effective tax rates result because they are labor and inventory intensive. As a result, they are unable to make more than nominal use of most of the tax-reduction items in the tax code which by-and-large are aimed at capital-intensive industries.

The existence and impact of the problems caused by the disparities in effective tax rates led the NAW to form both the Coalition to Reduce High Effective Tax Rates and the Tax Reform Action Coalition, with representatives of other major affected industries.

Long-Term Prospects

Assuming that the economy remains fairly stable, total sales by merchant wholesalers are expected to grow at an annual average rate of 5% during the 1986–90 period. Frequency and speed of delivery as well as cost will continue to be important to customers. As telemarketing becomes more prevalent, customers will deal with the wholesaler's inside sales force more often.

According to the DREF report on wholesaling's future, customers' proximity to wholesaler-distributors' warehouses and sales branches will become *less important* as improved computerized information and telemarketing systems enable companies to more easily handle orders from distant customers. Wholesalers are also expected to turn to common and private carrier distribution networks as a cost-effective alternative to using their own delivery vehicles. While wholesalers will tend to expand the number of geographic markets in which they operate, they will concentrate on urban and suburban areas and high volume customers.

FOLDING CARTON SHIPMENTS REACH RECORD HIGH IN JANUARY

As reported in an article in *Impressions*, the newsletter of the Paperboard Packaging Council, folding carton shipments for January, 1986 reached a record high of $274.4 million. This surpassed the 1985 mark by nearly $1.0 million for the highest January volume in industry history.

January was the second consecutive month of record dollar volume for folding cartons, according to Paperboard Packaging Council's vice president Charles R. Beranek. The January gain is remarkably strong, coming on top of prior gains of 3.4% in January, 1984 and 8.8% in January, 1985. The January, 1986 dollar level represents an improvement of more than $31 million since January, 1983 and an average annual gain of 4.0%.

SUMMARY NATIONAL TREND INFORMATION: 1984 TO PRESENT

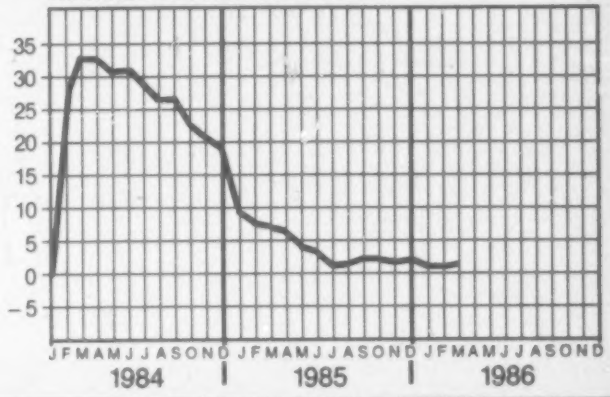
NOTE: *BEGINNING WITH THE JANUARY 1986 REPORT, STATISTICS WERE PRODUCED BY A NEW SYSTEM. THEREFORE, STRICT COMPARISONS TO PRIOR REPORTS SHOULD NOT BE MADE.*

SALES INFORMATION

YEAR-TO-DATE SALES PER SELLING DAY AS A PERCENTAGE OF PREVIOUS YEAR'S YEAR-TO-DATE SALES PER SELLING DAY

INDUSTRIAL PAPER SALES NATIONALLY

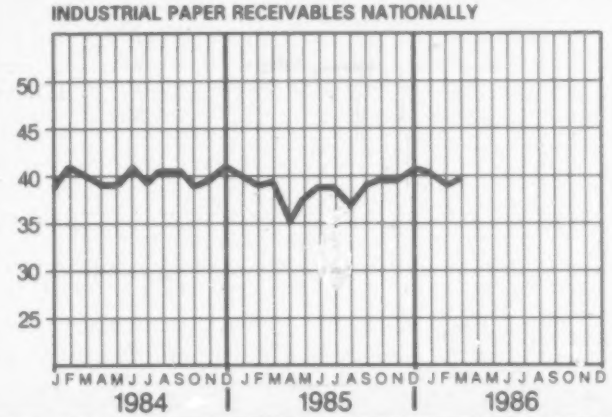
PRINTING PAPER SALES NATIONALLY



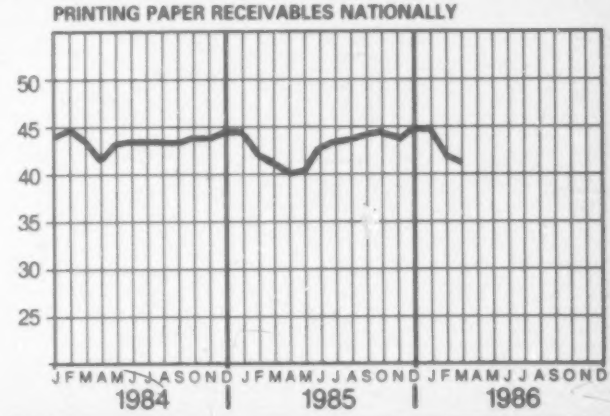
RECEIVABLES INFORMATION

DAYS OUTSTANDING—ACCOUNTS AND NOTES RECEIVABLE FROM PAPER SALES AT END OF EACH MONTH (IN CALENDAR DAYS)

INDUSTRIAL PAPER RECEIVABLES NATIONALLY



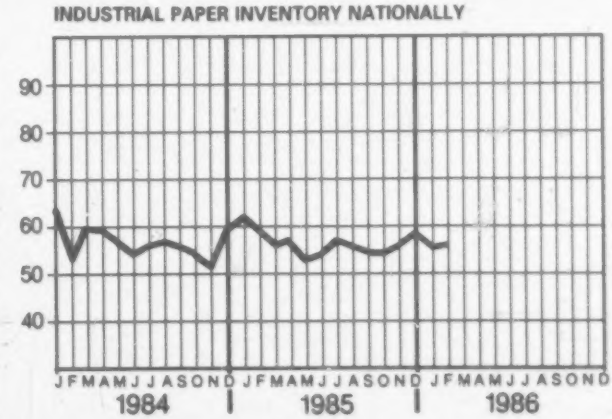
PRINTING PAPER RECEIVABLES NATIONALLY



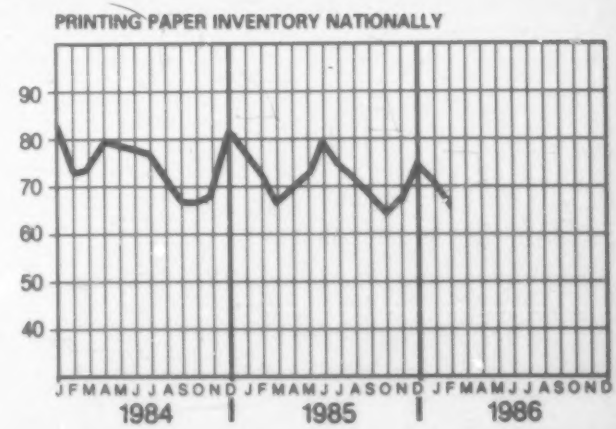
INVENTORY INFORMATION

CALENDAR DAYS COST OF ENDING MONTHLY INVENTORY (FIFO) (IN CALENDAR DAYS)

INDUSTRIAL PAPER INVENTORY NATIONALLY



PRINTING PAPER INVENTORY NATIONALLY



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What you want, where you want it, all at once: Nobody works harder to help you turn your inventory more profitably. See your Dixie/Marathon representative for details.

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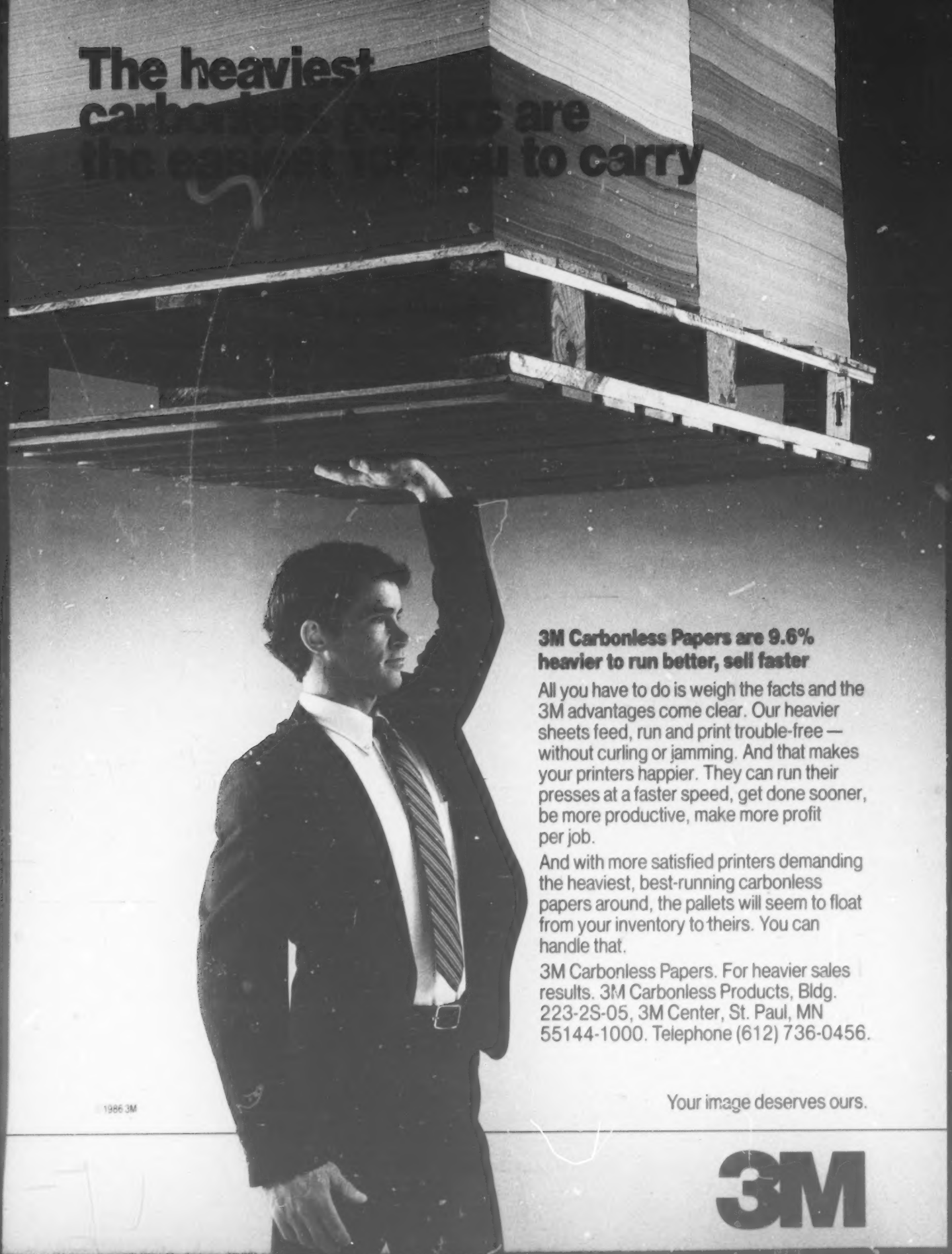

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